



2019

FY 2019 Annual Compensation Report

State of Oklahoma



Annual Compensation Report

Fiscal Year 2019

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Executive Summary

Introduction

The Annual Compensation Report provides an analysis of the rates of pay in the competitive labor market and compares these rates with the state's current Merit System salary practices for classified employees. The report also provides an analysis of the fringe benefits, or non-cash compensation programs found in the market, and compares these programs with the state's fringe benefits package.

Average Salary Comparison (Direct Compensation)

An analysis of salary survey data for 323 benchmark jobs indicates that, on average, classified employee salaries are 17.06% below the competitive labor market. The 323 benchmarks represent 12,400 employees, or 60% of classified state employees. Table 1 shows the average annual salary comparison between the state and the market for benchmark jobs surveyed.

Table 1: Employee Benchmark Average Salary Comparison – State of Oklahoma vs. Market

Benefit	State of Oklahoma Contribution ¹	Market Contribution	Percent Above/Below Market
Average Salaries	\$47,999	\$57,875	-17.06%

Benefits Comparison (Indirect Compensation)

The State of Oklahoma offers a comprehensive employee benefits package. Table 2 illustrates the employer contributions to the state's benefits package compared to those of the external labor market. The costs in the table indicate the employers' contributions in relation to the respective average base salary. A detailed breakdown of benefits costs and comparisons to the labor market is contained in the analysis section of the report.

Table 2: Average Total Compensation Costs (Salary and Benefits)

Benefit	State of Oklahoma	Market	Percent Above/Below Market
Average Salaries	\$47,999	\$57,875	-17.06%
Total Benefits Cost	\$28,256	\$34,444	-17.97%
Average Total Compensation Cost	\$76,255	\$92,318	-17.40%

A benefits cost comparison does not provide analysis of perceived value to employees nor benefits competitiveness to the market. Cost comparison reflects the financial cost the state pays for benefits compared to the cost of the same types of benefits the market provides, and does not provide a true representation of market competitiveness of the state benefits package.

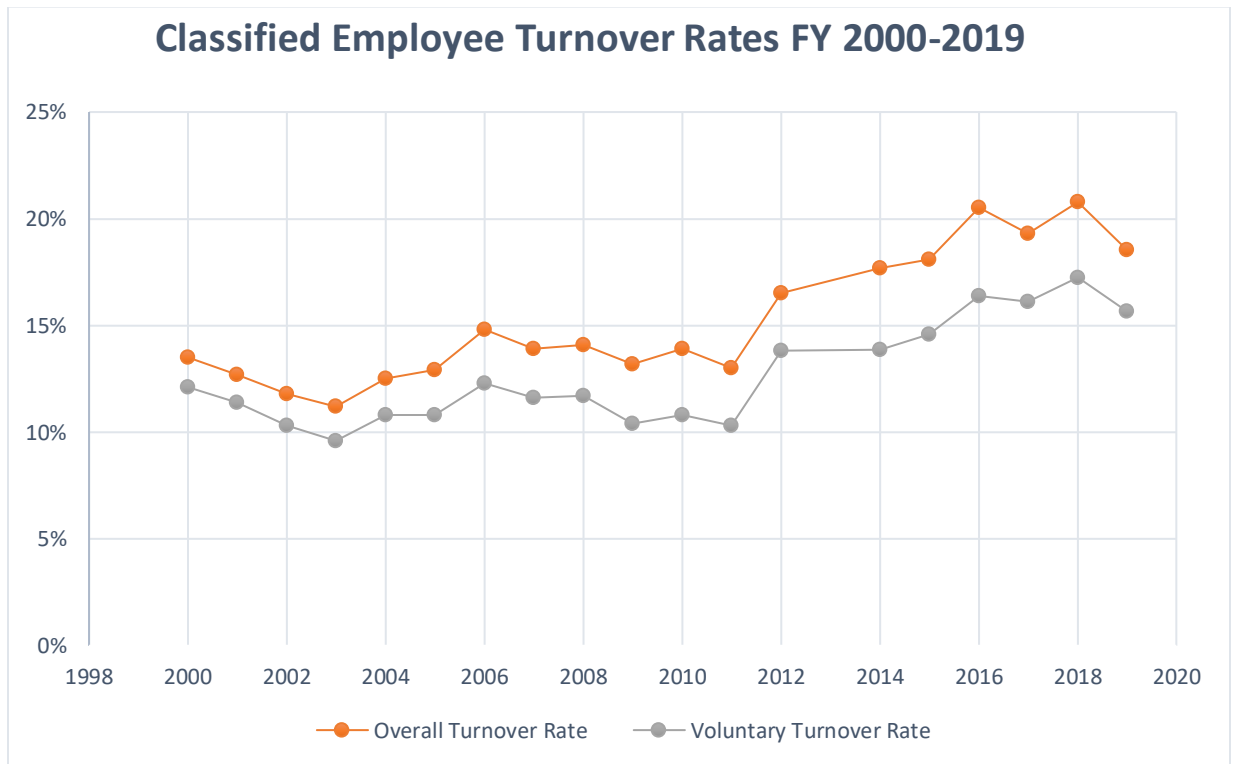
¹ Includes average longevity payment for each benchmark.

Classified Employee Turnover

The overall turnover rate among classified employees in FY 2019 was 18.53% and the voluntary rate was 15.65%. The overall turnover rate includes resignations, retirements, discharges and deaths that occurred in FY 2019 while the voluntary rate includes resignations and retirements only. Both the overall turnover rate and the voluntary turnover rate decreased slightly from the previous fiscal year.

Table 3: Classified Employee Turnover Rates FY 2000-2019

Year	Overall Turnover Rate	Voluntary Turnover Rate
2019	18.53%	15.56%
2018	20.78%	17.25%
2017	19.30%	16.10%
2016	20.50%	16.40%
2015	18.10%	14.60%
2014	17.70%	13.85%
2012	16.50%	13.80%
2011	13.00%	10.30%
2010	13.90%	10.80%
2009	13.20%	10.40%
2008	14.10%	11.70%
2007	13.90%	11.60%
2006	14.80%	12.30%
2005	12.90%	10.80%
2004	12.50%	10.80%
2003	11.20%	9.60%
2002	11.80%	10.30%
2001	12.70%	11.40%



Note: The 2013 Total Remuneration Study replaced the Annual Compensation Report in 2013, so there is no 2013 turnover data.

Recommendations

Compensation

Results of the 2019 Annual Compensation Report indicate that the state's classified pay rates are 17.06% below the market pay rates for comparable benchmark jobs, which is a slight improvement of the state's salary position to the market last year. Also, both voluntary and involuntary turnover percentages this year are slightly lower than last year's figures.

With the passage of HB 2771, the state provided tiered salary increases to almost all state employees based on their annual salary. SB 1045 provided compensation increases for particular Department of Corrections employees. With this, the state's classified pay rates still lag behind the market by 17.06%. The Legislature should be prepared to address pay concerns during the 2020 session if funds are available.

On July 1, 2018, OMES moved the minimums, midpoints and maximums of the classified pay grades 5%. Foreseeing the financial hardship it would have provided for many agencies, OMES did not move the minimums of the classified pay bands in July 2019. However, the classified pay grades should be increased 5% to 7%. Legislative increases given in July of 2018 and 2019 contributed in the compression between the pay grades in grades B through H. Although the pay grades were adjusted July 1, 2018, the adjustment was not enough to counter the lack of adjustments for the previous three years along with the legislative increases granted in 2018 and 2019.

The Legislature should work with OMES Human Capital Management to appropriate funds so that OMES can move the entire classified pay structure from 5% to 7%.

Introduction

Statutory Requirement

Title 74 O.S. § 840:1.6A (5) provides that “the Administrator of the Office of Management & Enterprise Services shall conduct an analysis of the rates of pay prevailing in the state within the public and private sectors for comparable jobs and report the findings to the Governor, the President Pro Tempore of the Senate, and the Speaker of the House of Representatives no later than December 1 of each year. Such analysis shall include all forms of compensation including fringe benefits. Information solicited by the Office of Management and Enterprise Services from public and private sector employers for such analysis, including but not limited to salaries, benefits, and compensation policies and procedures, shall be confidential and shall not be subject to disclosure under the Oklahoma Open Records Act.”

The Office of Management and Enterprise Services 2019 Annual Compensation Report meets this statutory requirement. The report provides an analysis of the rates of pay in the competitive labor market and compares these rates with the state's current Merit System salary practices for classified employees. The report also provides an analysis of the fringe benefits, or non-cash compensation programs found in the market, and it compares these programs with the state's fringe benefits package.

Reporting of this data is relevant to an analysis of the competitive market position of the state's classified workforce. Moreover, including this analysis from year to year enables trending of data and the identification of areas of concern.

Purpose and Scope of Compensation Report

This report is directed to the market data gathered and the analysis of that data. The survey results show how the State of Oklahoma Merit System pay practices for classified jobs, which represent approximately 64.36% of all state employees, compared with the relevant labor market. Survey sources used for this year's salary and benefits analysis are:

- 2019 National Compensation Association of State Governments Salary Report (data from states surrounding the State of Oklahoma).
- 2019 Oklahoma Hospital Association Survey.
- Compensation Data 2019 Nonprofit Survey by CompData Surveys.
- 2019 Economic Research Institute Salary Assessor.
- The Kaiser Foundation Employer Health Benefits 2019 Annual Survey.
- 2019 National Compensation Association of State Governments Benefits Report (data from states surrounding the State of Oklahoma).

2019 Legislative Activity

The following compensation, classification, benefits and general human resources related bills became law after the first session of the 57th Oklahoma Legislature.

Table 4: 2019 Compensation, Classification, Benefits and Human Resources Related Bills

Appropriation Bills	Effective Fiscal Year	Subject	Effective Date
HB 1391	2019	Secretary of state unclassified authority expanded	11/1/2019
HB 2771	2019	Pay increase for allocated classified employees	7/1/2019
HB 1933	2019	OSBI unclassified authority expanded	11/1/2019
SB 58	2019	Time off to vote for employees	5/6/2019
SB 198	2019	Social media policy	11/1/2019
SB 234	2019	Class/comp review board abolished	11/1/2019
SB 715	2019	Protection from Workplace Harassment and Violence Act	11/1/2019
SB 985	2019	Grand River Dam Authority had the authority to adopt hiring and compensation policies	7/1/2019
SB 1045	2019	A \$2 per hour increase was given to select employees within the Department of Corrections	7/1/2019

Economic Indicators

[As of November 2019, the unemployment rate in the United States](#) was 3.5%, 0.2% less than November 2018, according to the U.S. Department of Labor.

Pay increase budgets with U.S. employers are at 3.2% for 2019, according to the [WorldatWork Salary Budget Survey](#). That is 0.1% higher than in 2018, and respondents are projecting a slight increase to 3.3% for 2020 salary increase budgets.

From the information provided by the Oklahoma Employment Security Commission, as of October 2019, unemployment in Oklahoma is at 3.3%. [The state's seasonally adjusted unemployment rate was up by 0.1% compared to December 2018.](#)

Methodology

Market Surveys

State of Oklahoma employees work in a broad range of occupations. We compete for human resources with both public and private sector organizations operating in various industries. Our compensation survey analysis focuses on the rates of pay offered by public and private sector organizations operating within our state, and on public and private sector organizations in surrounding states. In keeping with this market philosophy, the following market data sources were used in the salary and benefits analysis in this report.

National Compensation Association of State Governments 2019 Salary Report and Benefits Report (data from states surrounding the State of Oklahoma): NCASG annually conducts the National Compensation Survey, Benefits Survey and the Executive Survey. The consortium is composed of 46 member states located within the United States. For comparative purposes, the State of Oklahoma recognizes only those member states that surround our state. There are seven surrounding states (Arkansas, Colorado, Kansas, Louisiana, Missouri, New Mexico and Texas) that participate in the survey. Additional job matches were made for 2019.

Oklahoma Hospital Association: This salary survey is conducted semiannually by the Oklahoma Hospital Association. Surveys are distributed to each of the 135 hospitals in the State of Oklahoma. Additional job matches were made for 2019.

Compensation Data Nonprofit: This salary and benefits survey is conducted by CompData Surveys, a Dolan Technologies Corporation enterprise. While the survey is national in scope, regional subsets of the data are provided to survey participants. Data used for this report was obtained from employers in the State of Oklahoma. Additional job matches were made for 2019.

Economic Research Institute Salary Assessor: This software program, developed by ERI, reports current competitive wage, salary and incentive survey data for more than 9,000 job titles, 1,000 industries and 8,000 locations. Analyses are derived from millions of data points gathered from annual survey sources including loan and employment applicant earnings verifications, digitized public records and salary surveys from around the country.

The Kaiser Foundation Employer Health Benefits 2019 Annual Survey: The Kaiser Family Foundation and the Health Research & Educational Trust conduct an annual survey of employer-sponsored health benefits. HRET, a nonprofit research organization, is an affiliate of the American Hospital Association. The Kaiser Family Foundation designs, analyzes and conducts this survey in partnership with HRET, and also funds the study. Kaiser contracts with researchers at National Opinion Research Center at the University of Chicago to work with the Kaiser and HRET researchers in conducting the study. Kaiser/HRET retained National Research LLC, a survey research firm based in Washington, D.C., to conduct telephone interviews with human resource and benefits managers using the Kaiser/HRET survey instrument. From January to July 2019, National Research completed full interviews with 2,012 firms.

Market Pricing Approach

The market pricing methodology employed in this report is based on the establishment of market composite rates, which are market averages for each benchmark job obtained by blending survey data from all available and appropriate survey sources.

This methodology is based on generally accepted compensation practices and is recommended by WorldatWork, the leading compensation professional association in the United States, as a means of establishing an accurate assessment of pay competitiveness in the labor market.

In making comparisons to the market, the state salary average for each benchmark job is individually compared to the market composite rate for the job and a percentage difference is computed. The overall market position for state classified jobs is then computed by calculating the percentage difference between the average salary for all benchmark jobs and the overall market composite average rate by state incumbents.

Benefits

State benefits will be compared with the market in the following areas:

Paid Leave – includes vacation and sick days, paid holidays and other paid time off.

Insurance Costs – includes health, dental, life, short- and long-term disability or salary continuation.

Employer Retirement Contributions – includes employer contributions on behalf of employees' defined-benefit and defined-contribution pension plans.

Legally Required Benefits – includes Social Security and Medicare, federal and state unemployment insurance and workers' compensation.

Employee Turnover

Employee turnover is a measure of separations from an employing organization, usually expressed as a turnover rate. Overall turnover rates are calculated by dividing the total number of separations, both voluntary and involuntary, throughout the fiscal year, by the total number of employees at the beginning of the fiscal year. For the purpose of calculating this rate, separations are defined as discharges, deaths, resignations and retirements. In addition to the overall turnover rate, it is important to look specifically at voluntary turnover, which represents the rate at which employees exercise their free choice to leave employment. This rate includes only resignations and retirements.

The following turnover analyses are included in this year's report.

The voluntary turnover cost for the classified state workforce based on the voluntary separations that occurred throughout the fiscal year. The formula used to calculate this cost is based on a conservative, simplified costing model.² Below are the steps of the costing model:

- A. Classified benchmark average salary.
- B. Percentage of pay for benefits × average salary.

² John H. Jackson and Robert L. Mathis, *Human Resource Management*, 12th Edition: 86-87.

- C. Total employee annual cost ($A + B$).
- D. Determine the number of employees who voluntarily resigned within the previous fiscal year.
- E. The time an employee becomes fully productive (typically 12 months).
- F. Per person turnover cost $((E \div 12) \times C \times 50\%)$.³
- G. Annual turnover cost for the state ($F \times D$).

³ Assumes 50% productivity throughout first year.

Analysis

Classified Employee Benchmark Job Average Salary Comparison

An analysis of salary survey data indicates that, on average, classified employee salaries are 17.06% below the competitive labor market. Table 5 shows the average annual salary comparison between the state and the market for benchmark jobs surveyed. Table A1 in the Appendix identifies the benchmark job family levels and their relationship to the market.

Table 5: Employee Average Salary Comparison

Benefit	State of Oklahoma Contribution⁴	Market Contribution	Percent Above/Below Market
Average Salaries	\$47,999	\$57,875	-17.06%

A review of market and state average salary growth from 2005 to the present (see Table 6 and Figure 2) reveals the pay relationship over the last 14 years as well as the average increase or decrease from the previous year for both the state and the market. The state average salary has increased about 52.29% since 2005 while the market has increased closer to 69.71% during the same time. Data from FY 2013 is unavailable due to the 2013 Total Remuneration Report replacing the Annual Compensation Report.

⁴ Includes average longevity payment for each benchmark.

Table 6: Market Comparison Trend (2005-2019)

Year	State of Oklahoma	State Average Salary Increase % From Year to Year	Market	Market Average Salary Increase % From Year to Year
2019	\$47,999	1.58%	\$57,875	-5.01%
2018	\$47,254	6.46%	\$60,924	0.47%
2017	\$44,385	1.34%	\$60,640	4.61%
2016	\$43,797	0.84%	\$57,965	2.09%
2015	\$43,432	1.15%	\$56,778	2.13%
2014	\$42,940	21.46%	\$55,595	26.41%
2012	\$35,352	-0.25%	\$43,979	4.13%
2011	\$35,440	0.04%	\$42,235	2.36%
2010	\$35,427	0.62%	\$41,260	1.49%
2009	\$35,209	0.98%	\$40,656	0.41%
2008	\$34,868	0.44%	\$40,490	4.10%
2007	\$34,714	7.05%	\$38,897	7.11%
2006	\$32,427	2.88%	\$36,315	6.49%
2005	\$31,518		\$34,102	
Percent Salary Increase 2005-2019		52.29%		69.71%

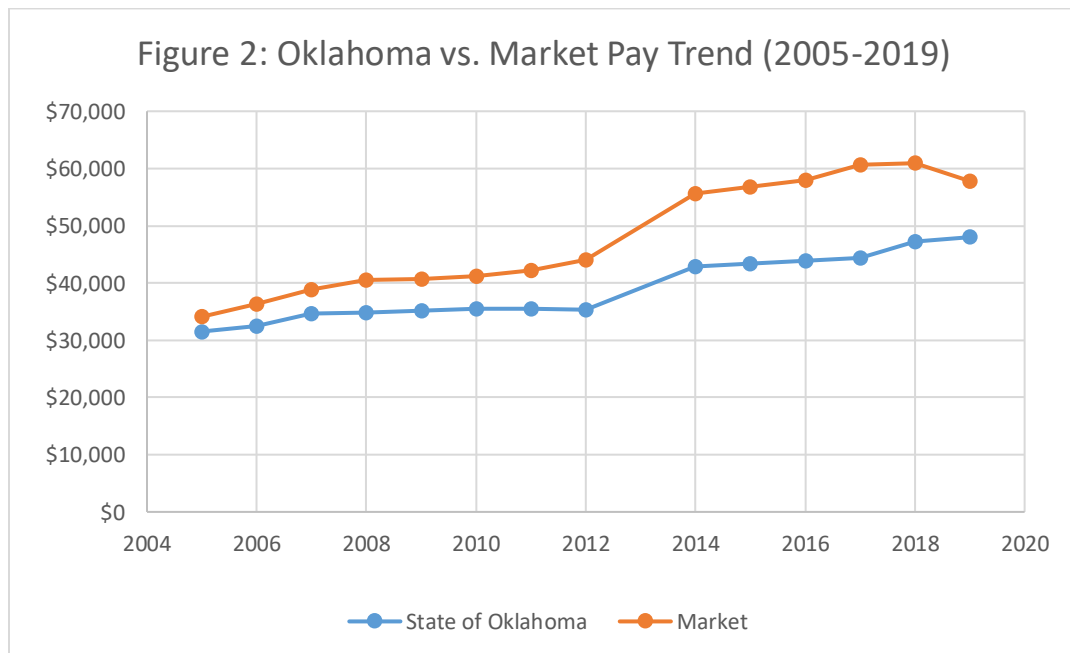


Table 7: Oklahoma General Pay Increase History

Appropriation Bills	Effective Fiscal Year	Pay Increase Allocated for Classified Employees	Effective Date
HB 2771	2019	\$40,000 and under = \$1,500 \$40,001-\$50,000 = \$1,250 \$50,001-\$60,000 = \$800 \$60,001 and over = \$600	7/1/2019
SB 1045	2019	A \$2/hour increase was given to select employees within the Department of Corrections.	7/1/2019
HB 1024	2018	\$40,000 and under = \$2,000 \$40,000.01-\$49,999.99 = \$1,500 \$50,000-\$59,999.99 = \$1,000 \$60,000 and over = \$750	7/1/2018
-	2017	\$0	N/A
-	2016	\$0	N/A
-	2015	\$0	N/A
SB 2131	2014	A 6.25% increase was given to select employees within the following occupational groups: corrections, nursing, juvenile services, social services and law enforcement. In addition, correctional officers received 8%.	7/1/2014
-	2013	\$0	N/A
-	2012	\$0	N/A
-	2011	\$0	N/A
-	2010	\$0	N/A
-	2009	\$0	N/A
-	2008	\$0	N/A
SB 82XX	2007	5%	10/1/2006
HB 2005	2006	\$700	7/1/2005
HB 2005	2005	\$1,400	1/1/2005
-	2004	\$0	N/A
-	2003	\$0	N/A
-	2002	\$0	N/A
SB 959	2001	\$2,000	10/1/2000
-	2000	\$0	N/A

Classified Pay Bands

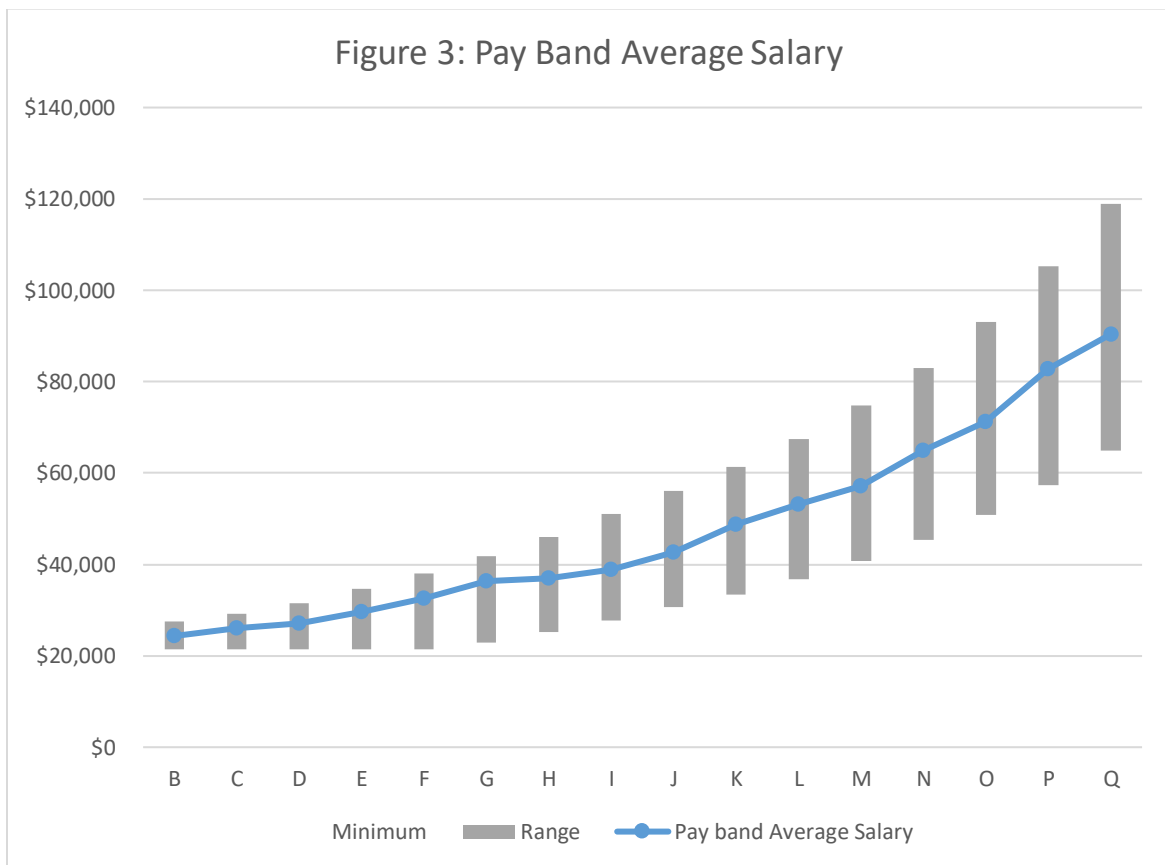
For classified employees, pay bands have not been adjusted since July 2018 when the minimum, midpoints and maximums were advanced 5%. As in past analyses, our review of the pay structure this year considered the following factors:

- Market salary budget increases during the intervening period since the last adjustment.
- The amounts other employers in the market have adjusted their pay structures during the same period.
- Number of employees near the pay band maximums.
- Range penetration of classified average salaries. Range penetration is a measure of how far into the salary range of each respective pay band the average salary for that pay band has penetrated. It indicates how much headroom is available in the pay bands for future pay adjustments. One measure of range penetration is the compa-ratio, which is defined as salary divided by the pay band midpoint. A compa-ratio can be calculated for each pay band, which is based on the average salary of all employees in that pay band divided by the midpoint. Table 8 below illustrates the current average salaries and compa-ratios for each pay band as of July 1, 2019.

Table 8: Pay Band Compa-Ratio

Pay Band	Pay band Average Salary	Pay Band Midpoint	Compa-Ratio
B	\$24,335.69	\$22,069	110%
C	\$25,981.13	\$23,348	111%
D	\$27,179.61	\$25,171	108%
E	\$29,562.32	\$27,869	106%
F	\$32,613.75	\$30,457	107%
G	\$36,329.15	\$33,504	108%
H	\$36,963.32	\$36,854	100%
I	\$38,811.84	\$40,813	95%
J	\$42,695.09	\$44,870	95%
K	\$48,680.04	\$49,046	99%
L	\$53,219.18	\$53,949	99%
M	\$57,205.88	\$59,882	96%
N	\$64,872.03	\$66,471	98%
O	\$71,238.39	\$74,446	96%
P	\$82,822.59	\$84,125	98%
Q	\$90,389.12	\$95,061	95%

As both Table 8 and Figure 3 illustrate, average salaries appear to be well positioned in the pay bands. Most average salaries are actually below the midpoint of the pay bands. However, moving the pay bands will provide room for growth and would allow agencies who are paying near the top of the pay band to give slight increases, if they choose.



Pay Band Changes

Effective July 1, 2018, the minimum, midpoint and maximum of the pay bands were moved 5%. The decision was made not to move the minimum of the classified pay bands an additional 5% to relieve the potential subsequent financial hardship of many agencies.

Agency Director Salary Structure

In 2013, pursuant to Title 74 O.S. § 74-3601.2, OMES engaged an independent vendor to review State of Oklahoma agency director salaries as required by HB 1717. The vendor reviewed salaries of all agency directors and compared those salaries with similar positions in the public and private sectors within Oklahoma and elsewhere. Beginning with FY 2013, OMES shall review these salary ranges every three years to report on and to make recommendations for proposed salary ranges.

Effective July 1, 2018, OMES moved the agency director salary ranges by 5%. Table A2 in the appendix details the current salary ranges for each agency.

Please be aware that this information is only a resource. It is not a directive, nor does it recommend or require any action. Appointing authorities and agency governing boards should make such determinations on an agency-by-agency basis. Financial decisions should continue to be made in the best interest of the agency and its mission, and the performance of agency directors should continue to be regularly and rigorously evaluated.

Agencies are to report agency director increases to OMES by Aug. 1 each year. Thirty-seven agency directors were given a salary increase in FY 2019.

Benefits Analysis

State Benefits Package

Insurance Benefits Contribution – The average amount that the State of Oklahoma contributed to employees for insurance was \$7,692 per year.

Paid Leave – The state offers 11 paid holidays. For sick leave, employees accrue 15 days each year. Employees accrue annual leave according to service years. The average benchmark years of service is 13.3 years, which means the average annual leave accrual is 20 days per year.

Defined-Benefit Retirement Plan – During FY 2018, the state contributed 16.5% of employees' salaries.

Defined-Contribution Retirement Plan (Pathfinder) – Pathfinder is the mandatory defined contribution plan for eligible state employees who first become employed by a participating employer on or after Nov. 1, 2015, and have no prior participation in OPERS. Under this plan, members will choose a contribution rate that will be matched by their employer up to 7%, and members have the freedom to select and change their investments.

Defined-Contribution Retirement Plan (SoonerSave) – For each participating employee, the State of Oklahoma provides a matching dollar amount of \$25 per month or \$300 annually.

Social Security – The mandatory employer contribution to Social Security is 7.65% of an employee's salary.

Workers' Compensation and Unemployment Insurance – The state pays the cost of employee participation in these programs. Because the method of payment and actual costs can vary by agency and occupation, 1% was used as a reasonable estimate of the costs associated with these programs.

Market Benefits Package

Insurance Benefits Contribution – The market amount contributed to employee health benefits was computed by using The Kaiser Foundation Employer Health Benefits 2019 Annual Survey. The average amount the market contributed for employee-only insurance was \$7,188 per year.

Paid Leave – According to the 2019 NCASG benefits report, the average employer offered 10 paid holidays. For sick leave, market employees accrue an average of 13 days each year. In addition, market employees earn an average of 21 days of paid vacation each year.

Defined-Benefit Retirement Plan – The market input for a defined-benefit retirement plan was gathered from the 2019 NCASG benefits report. The average yearly contribution is 21.11% or \$12,305 per employee. This figure is an average of the surrounding state government contributions.

Defined-Contribution Retirement Plan – This year we were unable to obtain reliable data for the defined-contribution retirement plan and were forced to leave it out of our benefits comparison.

Social Security – The mandatory employer contribution to Social Security is 7.65% of employees' salaries.

Workers' Compensation and Unemployment Insurance – For comparison, it is assumed market companies also pay 1% of salary toward mandatory workers' compensation insurance and unemployment.

Table 9: Vacation Days/Annual Leave⁵

Years of Service	State	Market
1 to 4 years	15	13
5 to 9 years	18	15
10 to 14 years	20	18
15 to 19 years	20	21
20 to 24 years	25	22

Benefits Comparison (Indirect Compensation)

The State of Oklahoma offers a comprehensive employee benefits package. Table 10 displays a breakdown of the employer benefits of the state's package compared to those of the external labor market. The average cost is calculated based on the employers' contribution in relation to the respective average state benchmark salary and the average market salary.

⁵ 2019 National Compensation Association of State Governments Annual Benefits Report.

Table 10: Average Employee Benefits Cost Comparison

Com	State of Oklahoma Contribution	Market Contribution	Percent Above/Below Market
Health Insurance	\$7,692	\$7,188 ⁶	7.01%
Annual Leave Accrual Days	\$3,692	\$4,674 ⁷	-21.01%
Sick Leave Accrual Days	\$2,769	\$3,021 ⁸	-8.32%
Paid Holidays	\$2,031	\$2,337 ⁹	-13.11%
Defined-Benefit Retirement Plan (Employer contribution)	\$7,920	\$12,217	-35.17%
Social Security	\$3,672	\$4,427 ¹⁰	-17.06%
Worker's Compensation & Unemployment Insurance	\$480	\$579	-17.06%
Total Benefits Cost	\$28,256	\$34,444	-17.97%
Average Salaries	\$47,999	\$57,875	-17.06%
Average Total Compensation Cost	\$76,255	\$92,318	-17.40%

For reference purposes, an overall market average has been provided for insurance benefits levels (deductibles, copayments, coinsurance, etc.). However, insurance benefits differ widely in the marketplace depending upon the employer's size, business sector (professional service, manufacturing, corporate, public employee, etc.), section of country and whether it is a single-employer or multiemployer program. Each of these factors can produce significant variation in averages.

Benefits costs are compared between the state and market in an effort to obtain some semblance of a value comparison. Unfortunately, benefits cost is not an adequate measure of value, given the impact on cost of such considerations as the age of the workforce, health claims experience, defined-benefit plan funding status and other factors that vary among employers.

Comparing the values of benefits provided by the State of Oklahoma and by employers in the private sector can be complicated by many different health care plan designs per employers in the market. The primary factors to consider are benefits costs and plan design. To assess value accurately, an actuarial study should be performed to provide a direct comparison of value with the market.

Employer Contribution

Much of the difficulty in comparing state and private sector benefits lies in the employer contributions. The state's solution is to fund core benefits with an employee benefit allowance as part of a total compensation package. The core benefits are the insurance coverages every active state employee must have: health, dental, basic life and disability. The benefit allowance is automatically given in one of six levels depending on family status: employee only; employee and spouse; employee, spouse and one

⁶ <https://www.kff.org/health-costs/report/2019-employer-health-benefits-survey/>

⁷ 2019 National Compensation Association of State Governments Annual Benefits Report.

⁸ 2019 National Compensation Association of State Governments Annual Benefits Report.

⁹ 2019 National Compensation Association of State Governments Annual Benefits Report.

¹⁰ 2019 National Compensation Association of State Governments Annual Benefits Report.

child; employee, spouse and children; employee and one child; or employee and children. Oklahoma lawmakers adopted a policy requiring the calculation of the benefit allowance be based on the total of the average premiums of the highest-cost health plans; the average of the dental plans, life and disability; and 75% of dependents' health care costs. In 2012, the benefit allowance was amended by the Legislature to be the current 2019 benefit allowance or the HealthChoice High PPO plan, whichever is greater.

Excess benefit allowance, after core benefits have been selected, may be used by employees to pay for optional benefits or added to their paychecks. Optional benefits available to employees include dependent dental, vision insurance, supplemental life, dependent life and flexible spending accounts.

Total Compensation Cost

In light of the benefits cost comparison with the market, as well as the market relationship of cash compensation highlighted earlier in this report, the following table reflects the total compensation cost comparison with the market.

Table 11: Average Total Compensation Costs (Salary and Benefits)

Benefit	State of Oklahoma Contribution	Market Contribution	Percent Above/Below Market
Average Salaries	\$47,999	\$57,875	-17.06%
Total Benefits Cost	\$28,256	\$34,444	-17.97%
Average Total Compensation Cost	\$76,2855	\$92,318	-17.40%

One should not infer from the above comparative cost analysis that the state's benefits package offsets, in any significant way, the state's competitive disadvantage with respect to pay. For reasons mentioned earlier in this report, costs are not an accurate reflection of the value of a benefits package.

Turnover Analysis

Table 12 displays the overall and voluntary turnover rates for the state's classified workforce. The overall rate slightly decreased from the previous year's rate of 20.70% to 18.53%. The voluntary rate also slightly decreased from 17.25% to 15.56%.

Table 12: FY 2019 State Classified Employee Turnover

Employees as of July 1, 2019	20,686
Resignations	2,601
Retirements	592
Voluntary Resignation Buyouts	33
Discharges	516
Deaths	52
Reductions in Force	2
Overall Turnover Rate	18.53%
Voluntary Turnover Rate	15.56%

Beginning in FY 2016, voluntary resignation buyouts and reductions in force are included in turnover calculations.

During FY 2019, the turnover cost for the classified workforce was \$126,754,491.91. As indicated in the methodology section, this figure was based on a conservative cost model.¹¹ Table 13 is the calculation using the actual salary and demographic figures:

Table 13: FY 2019 Turnover Cost

FY 2019 Turnover Cost	2019
A. Classified benchmark average salary	\$48,057.15
B. Percentage of pay for benefits × average salary	\$30,620.32
C. Total employee annual cost (add A + B)	\$78,677.47
D. Determine the number of employees who voluntarily resigned within the previous fiscal year	3,226
E. The time an employee becomes fully productive (typically 12 months)	12 months
F. Per person turnover cost $((E \div 12) \times C \times 50\%)^{12}$	\$39,291.54
G. Annual turnover cost for the state (F x D)	\$126,754,491.91

¹¹ John H. Jackson and Robert L. Mathis, *Human Resource Management*, 12th Edition: 86-87.

¹² Assumes 50% productivity throughout first year.

Recommendations

Compensation

Results of the 2019 Annual Compensation Report indicate that the state's classified pay rates are 17.06% below the market pay rates for comparable benchmark jobs, which is a slight improvement of the state's salary position to the market last year. Also, both voluntary and involuntary turnover percentages this year are slightly lower than the previous year's figures.

The state improved after the passage of HB 2771 and SB 1045, which provided salary increases to almost all state employees, but the state's classified pay rates still lag behind the market by 17.06%. The Legislature should be prepared to address pay concerns during the 2020 session if funds are available.

Appendix

Table A1: Multi-Survey Benchmark Jobs and Market Compa-Ratio

In this case, a compa-ratio is calculated as the job family level's average salary divided by the current market rate. A compa-ratio of 100% means that the employee is paid exactly what the external market pays. A compa-ratio of 75% means that the employee is paid 25% below the external market. A compa-ratio over 100% would mean the job-family-level average is paid above the external market.

Job Code	Job Title	Market Compa-Ratio
A30B	Member Services Representative	81%
A40D	Insurance Program Administration	102%
B10C	Information Sys Operations Spe	92%
B10E	Information Sys Operations Spe	56%
B20B	Inf Sys Telecommunications Tec	66%
B21B	Info Sys Network Mgmt Spec	67%
B21C	Info Sys Network Mgmt Spec	71%
B21D	Info Sys Network Mgmt Spec	66%
B22C	Information Sys Network Admr	76%
B23A	Information Sys Network Tech	95%
B25B	Geographic Info Sys Spec	94%
B30C	Info Sys Operating Sys Spec	73%
B31C	Information Systems Manager	75%
B32C	Information Systems Admr	83%
B40C	Information Sys Planning Spec	58%
B40D	Information Sys Planning Spec	85%
B51A	Information Sys Application Sp	86%
B51B	Information Sys Application Sp	68%
B51C	Information Sys Application Sp	59%
B51D	Information Sys Application Sp	62%
B52B	IS Data Management Analyst	76%
B52C	IS Data Management Analyst	71%
B52D	IS Data Management Analyst	65%
C10B	Civil Rights Administrator	75%
C30A	Human Resources Assistant	99%
C31A	Human Resources Mgmt Spec	87%
C31B	Human Resources Mgmt Spec	73%
C31C	Human Resources Mgmt Spec	74%
C31D	Human Resources Mgmt Spec	70%
C32C	Human Resources Programs Mgr	86%
C33A	Human Resources Prog Director	73%
C33B	Human Resources Prog Director	87%
C41B	Training Specialist	75%
C41C	Training Specialist	78%
C41D	Training Specialist	69%

Job Code	Job Title	Market Compa-Ratio
C42B	Video Production Specialist	80%
D12A	Auditor	63%
D12B	Auditor	67%
D12C	Auditor	55%
D12D	Auditor	53%
D14A	Accountant	83%
D14B	Accountant	73%
D14C	Accountant	77%
D14D	Accountant	84%
D20B	Budget Analyst	80%
D20D	Budget Analyst	71%
D30A	Business Manager	68%
D30B	Business Manager	75%
D30C	Business Manager	62%
D33A	Financial Manager/Comptroller	86%
D33B	Financial Manager/Comptroller	66%
D33C	Financial Manager/Comptroller	74%
D33D	Financial Manager/Comptroller	73%
D50A	Accounting Technician	99%
D50B	Accounting Technician	90%
D50C	Accounting Technician	78%
D50D	Accounting Technician	76%
E12A	Administrative Programs Ofcr	88%
E12D	Administrative Programs Ofcr	96%
E13A	Customer Svc Representative	85%
E13B	Customer Svc Representative	95%
E13C	Customer Svc Representative	71%
E14A	Court Reporter	87%
E16A	Administrative Technician	96%
E16B	Administrative Technician	97%
E16C	Administrative Technician	91%
E16D	Administrative Technician	75%
E17A	Administrative Assistant	86%
E17B	Administrative Assistant	78%
E19A	Medical Transcriptionist	96%
E20B	Library Technician	92%
E20C	Library Technician	91%
E21A	Librarian	86%
E21B	Librarian	78%
E21D	Librarian	81%
E22A	Administrative Librarian	82%
E24A	Secretary	93%
E24B	Secretary	94%
E24D	Secretary	87%
E24E	Secretary	75%
E25B	Legal Secretary	84%

Job Code	Job Title	Market Compa-Ratio
E30A	Legal Research Assistant	80%
E31B	Administrative Hearing Officer	108%
E34B	Offset Press Operator	83%
E34C	Offset Press Operator	82%
E34D	Offset Press Operator	73%
E35C	Duplicating Equipment Operator	93%
E35D	Duplicating Equipment Operator	73%
E41B	Archivist/Records Mgmt Spec	91%
E41C	Archivist/Records Mgmt Spec	97%
E43A	Graphic Artist	93%
E43B	Graphic Artist	82%
E43C	Graphic Artist	75%
E44A	Public Information Officer	83%
E44B	Public Information Officer	78%
E44C	Public Information Officer	72%
E45A	Public Information Manager	76%
E45B	Public Information Manager	72%
E46B	Statistical Research Spec	89%
E46C	Statistical Research Spec	60%
E48B	Planning Coordinator	79%
E49A	Business Analyst	79%
E50B	Photographer	92%
E55A	Customer Asst Representative	96%
E55B	Customer Asst Representative	94%
E55C	Customer Asst Representative	92%
E55D	Customer Asst Representative	88%
F14A	Contracting & Acquisitions Agt	113%
F14B	Contracting & Acquisitions Agt	92%
F14C	Contracting & Acquisitions Agt	77%
F14D	Contracting & Acquisitions Agt	53%
F15A	Contracting & Acquisition Admr	79%
F20A	Materiel Management Specialist	87%
F20C	Materiel Management Specialist	68%
F20D	Materiel Management Specialist	60%
F21A	Materiel Management Officer	62%
F21B	Materiel Management Officer	53%
F30A	Minerals Management Specialist	89%
F30B	Minerals Management Specialist	99%
F38A	Real Property Mgmt Spec	79%
F41A	Construction/Maintenance Techn	79%
F41B	Construction/Maintenance Techn	82%
F41C	Construction/Maintenance Techn	63%
F44A	Carpenter	63%
F44B	Carpenter	62%
F45A	Construction/Maintenance Admr	65%
F45B	Construction/Maintenance Admr	76%

Job Code	Job Title	Market Compa-Ratio
F45C	Construction/Maintenance Admr	70%
F45D	Construction/Maintenance Admr	62%
F46A	Painter	71%
F47A	Fleet Specialist	88%
F47B	Fleet Specialist	93%
F47C	Fleet Specialist	94%
F47D	Fleet Specialist	71%
F48B	Welder	80%
F48C	Welder	89%
F49C	Physical Plant Operator	55%
F50B	Housekeeping/Custodial Worker	103%
F50C	Housekeeping/Custodial Worker	128%
F50D	Housekeeping/Custodial Worker	80%
F56A	Electronics Technician	89%
F65A	Construction Designer	59%
F69A	Architect	82%
F72A	Construction Manager	61%
F74B	Mechanical Systems Technician	78%
F74D	Mechanical Systems Technician	78%
F75A	Electrician	83%
F75B	Electrician	90%
F75D	Electrician	77%
F76D	Plumber	70%
F77A	Groundskeeper	86%
F77B	Groundskeeper	66%
F78A	Equipment Operator	90%
F78B	Equipment Operator	78%
F78C	Equipment Operator	91%
F79A	Laborer	91%
G10A	Communications Officer (DPS)	103%
G10B	Communications Officer (DPS)	100%
G12B	Criminalist	103%
G14A	Driver's License Examiner	104%
G16B	Physical Evidence Technician	88%
G19C	Fingerprint Specialist	94%
G53C	Law Enf Highway Patrol Officer	91%
G53E	Law Enf Highway Patrol Officer	100%
G54A	Law Enf Highway Patrol Manager	92%
G54B	Law Enf Highway Patrol Manager	93%
H10A	Programs Manager	84%
H10B	Programs Manager	78%
H10C	Programs Manager	89%
H10D	Programs Manager	83%
H16B	Child Welfare Assistant	99%
H20B	Social Services Specialist	81%
H21A	Case Manager	106%

Job Code	Job Title	Market Compa-Ratio
H21B	Case Manager	79%
H21D	Case Manager	72%
H22B	Social Services Inspector	90%
H23A	Child Welfare Specialist	79%
H23B	Child Welfare Specialist	84%
H24B	Child Care Licensing Spec	82%
H27B	Clinical Social Worker	83%
H27C	Clinical Social Worker	84%
H27D	Clinical Social Worker	66%
H30B	Child Support Specialist	96%
I10A	Correctional Security Officer	84%
I10C	Correctional Security Officer	96%
I11B	Correctional Security Manager	96%
I12C	Correctional Chief of Security	98%
I30B	Correctional Industries Mgr	75%
I40B	Probation and Parole Officer	89%
I40D	Probation and Parole Officer	83%
J10B	Safety Standards Inspector	68%
J17C	Labor Compliance Officer	95%
J25A	Safety and Health Director	96%
J30A	Safety Manager	84%
J31B	Safety Consultant	74%
J31D	Safety Consultant	79%
J41A	Fire Prevention & Security Ofc	90%
J41B	Fire Prevention & Security Ofc	92%
J41D	Fire Prevention & Security Ofc	73%
K10A	Juvenile Justice Specialist	83%
K11B	Disability Determination Spec	112%
K15A	Manual Sign Language Spec	79%
K20B	Rehabilitation Technician	82%
K21B	Vocational Rehabilitation Spec	87%
K21D	Vocational Rehabilitation Spec	89%
L16B	Agriculture Field Inspector	87%
L16C	Agriculture Field Inspector	67%
L22B	Forest Regeneration Specialist	59%
L24C	Forester	97%
M20A	Consumer Complaint Investigato	89%
M32B	Oil and Gas Field Inspector	84%
M53B	Motor Carrier Enforcement Ofcr	126%
N13B	Veterans Affairs Fld Svcs Repr	60%
P15A	Naturalist	86%
P20B	Park Ranger	86%
P25A	Park Manager	75%
P25B	Park Manager	57%
P25D	Park Manager	92%
Q20B	Power Plant Maintenance Tech	126%

Job Code	Job Title	Market Compa-Ratio
Q21B	Power Transmission Maint Tech	98%
Q24B	Electrical Drafting Technician	114%
R10B	Environ/Chemical Lab Scientist	72%
R20B	Environmental Programs Spec	91%
R25D	Environmental Programs Manager	124%
S10A	Engineer Intern	100%
S10C	Engineer Intern	101%
S11A	Professional Engineer	91%
S11B	Professional Engineer	96%
S11C	Professional Engineer	90%
S12A	Engineering Manager	91%
S12B	Engineering Manager	80%
S12C	Engineering Manager	103%
S12D	Engineering Manager	89%
S12E	Engineering Manager	113%
S16B	Professional Land Surveyor	111%
S17A	Land Surveyor Manager	118%
S17B	Land Surveyor Manager	111%
T10A	Comp Aided Drafting & Dsgn Spe	94%
T10B	Comp Aided Drafting & Dsgn Spe	86%
T10C	Comp Aided Drafting & Dsgn Spe	87%
T10D	Comp Aided Drafting & Dsgn Spe	91%
T10E	Comp Aided Drafting & Dsgn Spe	87%
T22B	Transportation Specialist	57%
T23A	Transportation Manager	77%
T25B	Transportation Equipment Opr	88%
T25C	Transportation Equipment Opr	91%
T26B	Transportation Superintendent	111%
T60A	Photogrammetrist	81%
T60C	Photogrammetrist	82%
U10A	Historical Programs Admr	110%
U11A	Historical Facility Manager	66%
U11B	Historical Facility Manager	70%
U12B	Historical Collections Spec	69%
U14B	Historic Preservation Spec	99%
V11C	Revenue Compliance Officer	49%
V17B	Revenue Compliance Examiner	55%
W10D	Workforce Services Specialist	58%
W15C	Compliance Enforcement Officer	78%
W15D	Compliance Enforcement Officer	46%
X10A	Health Information Technician	89%
X10C	Health Information Technician	60%
X11A	Therapeutic/Medical Aide	90%
X11B	Therapeutic/Medical Aide	103%
X13B	Laboratory Technician	80%
X14A	Laboratory Scientist	92%

Job Code	Job Title	Market Compa-Ratio
X14B	Laboratory Scientist	91%
X14D	Laboratory Scientist	82%
X17C	Public Health Specialist	77%
X20B	Health Educator	92%
X20C	Health Educator	46%
X22C	Speech-Language Pathologist	89%
X23B	Alcohol and Drug Counselor	79%
X23C	Alcohol and Drug Counselor	83%
X24B	Dental Care Assistant	100%
X25A	Pharmacy Technician	87%
X25B	Pharmacy Technician	88%
X27B	Epidemiologist	101%
X29C	Health Facility Surveyor	98%
X31B	Counseling Clinician	75%
X31C	Counseling Clinician	75%
X32B	Child Development Specialist	100%
X33C	Occupational Therapist	73%
X33D	Occupational Therapist	55%
X34C	Physical Therapist	60%
X35A	Recreational Activities Specl	103%
X35B	Recreational Activities Specl	88%
X35C	Recreational Activities Specl	92%
X36A	Recreation Therapist	69%
X36B	Recreation Therapist	79%
Y10A	Patient Care Assistant	103%
Y10B	Patient Care Assistant	104%
Y10C	Patient Care Assistant	104%
Y11B	Licensed Practical Nurse	85%
Y11D	Licensed Practical Nurse	103%
Y12A	Registered Nurse	78%
Y12B	Registered Nurse	74%
Y12C	Registered Nurse	77%
Y13A	Nursing Manager	80%
Y13B	Nursing Manager	63%
Y13C	Nursing Manager	73%
Y15B	Health Care Management Nurse	83%
Y15C	Health Care Management Nurse	63%
Z12A	Direct Care Specialist	102%
Z12B	Direct Care Specialist	98%
Z12D	Direct Care Specialist	90%
Z20A	Food Service Specialist	108%
Z20B	Food Service Specialist	107%
Z20C	Food Service Specialist	74%
Z21A	Food Service Manager	77%
Z21C	Food Service Manager	78%
Z24A	Nutrition Assistant	71%

Job Code	Job Title	Market Compa-Ratio
Z25A	Nutrition Therapist	135%
Z25C	Nutrition Therapist	123%
Z25D	Nutrition Therapist	95%
Z30B	Linen and Clothing Specialist	116%
Z30D	Linen and Clothing Specialist	53%
Z30E	Linen and Clothing Specialist	57%
Z50A	Volunteer Services Specialist	58%
Z50B	Volunteer Services Specialist	57%
Z52B	Chaplain	73%

Table A2: Agency Director Salary Structure

Agency #	Agency Name	Grade	Minimum	Midpoint	Maximum
980	Grand River Dam Authority	ED18	\$223,440	\$279,300	\$335,160
342	Medicolegal Investigations, Board of	ED17	\$215,188	\$268,985	\$322,782
90	Office of Management and Enterprise Services	ED16	\$160,382	\$200,478	\$240,573
340	Health Department	ED15	\$142,800	\$178,500	\$214,200
830	Human Services Department – OKDHS	ED15	\$142,800	\$178,500	\$214,200
65	Banking Department	ED14	\$131,148	\$163,934	\$196,721
131	Corrections Department	ED14	\$131,148	\$163,934	\$196,721
345	Transportation Department	ED14	\$131,148	\$163,934	\$196,721
435	Lottery Commission	ED14	\$131,148	\$163,934	\$196,721
560	Pharmacy Board	ED14	\$131,148	\$163,934	\$196,721
585	Public Safety Department	ED14	\$131,148	\$163,934	\$196,721
290	Employment Security Commission	ED14	\$131,148	\$163,934	\$196,721
807	Health Care Authority	ED13	\$121,323	\$151,654	\$181,984
452	Department of Mental Health and Substance Abuse Services	ED13	\$121,323	\$151,654	\$181,984
695	Tax Commission	ED13	\$121,323	\$151,654	\$181,984
20	Accountancy Board	ED13	\$121,323	\$151,654	\$181,984
650	Veterans Affairs Department	ED13	\$121,323	\$151,654	\$181,984
400	Office of Juvenile Affairs	ED12	\$112,893	\$141,116	\$169,339
630	Securities Commission	ED11	\$106,267	\$132,833	\$159,400
800	Career and Technology Education	ED11	\$106,267	\$132,833	\$159,400
160	Commerce Department	ED11	\$106,267	\$132,833	\$159,400
625	Secretary of State	ED11	\$106,267	\$132,833	\$159,400
292	Environmental Quality Department	ED11	\$106,267	\$132,833	\$159,400
635	Consumer Credit Department	ED11	\$106,267	\$132,833	\$159,400
805	Rehabilitation Services	ED11	\$106,267	\$132,833	\$159,400
40	Agriculture, Food and Forestry Department	ED11	\$106,267	\$132,833	\$159,400
715	Teachers' Retirement System	ED10	\$100,600	\$125,750	\$150,900
978	Turnpike Authority	ED10	\$100,600	\$125,750	\$150,900
515	Public Employees Retirement System	ED10	\$100,600	\$125,750	\$150,900
320	Wildlife Conservation	ED10	\$100,600	\$125,750	\$150,900
266	Educational Television Authority	ED10	\$100,600	\$125,750	\$150,900
47	Indigent Defense System	ED10	\$100,600	\$125,750	\$150,900
410	Land Office, Commissioners of the	ED10	\$100,600	\$125,750	\$150,900
308	Bureau of Investigation – OSBI	ED10	\$100,600	\$125,750	\$150,900
566	Tourism and Recreation Department	ED10	\$100,600	\$125,750	\$150,900
740	Bond Advisor	ED10	\$100,600	\$125,750	\$150,900
185	Corporation Commission	ED10	\$100,600	\$125,750	\$150,900

Agency #	Agency Name	Grade	Minimum	Midpoint	Maximum
835	Water Resources Board	ED10	\$100,600	\$125,750	\$150,900
92	Tobacco Settlement Endowment Trust	ED10	\$100,600	\$125,750	\$150,900
296	Ethics Commission	ED9	\$91,573	\$114,466	\$137,359
557	Police Pension and Retirement System	ED9	\$91,573	\$114,466	\$137,359
510	Nursing, Oklahoma Board of	ED9	\$91,573	\$114,466	\$137,359
215	Dentistry Board	ED9	\$91,573	\$114,466	\$137,359
220	District Attorneys Council	ED9	\$91,573	\$114,466	\$137,359
370	Industrial Finance Authority	ED9	\$91,573	\$114,466	\$137,359
350	Historical Society	ED9	\$91,573	\$114,466	\$137,359
628	Center for Advancement of Science and Technology – OCAST	ED9	\$91,573	\$114,466	\$137,359
30	ABLE Commission	ED9	\$91,573	\$114,466	\$137,359
477	Narcotics and Dangerous Drugs Control	ED9	\$91,573	\$114,466	\$137,359
315	Firefighters Pension and Retirement	ED9	\$91,573	\$114,466	\$137,359
670	J.D. McCarty Center	ED9	\$91,573	\$114,466	\$137,359
270	Election Board	ED9	\$91,573	\$114,466	\$137,359
570	Professional Engineers and Land Surveyors Licensure Board	ED9	\$91,573	\$114,466	\$137,359
309	Emergency Management	ED9	\$91,573	\$114,466	\$137,359
415	Council on Law Enforcement Education and Training – CLEET	ED9	\$91,573	\$114,466	\$137,359
645	Conservation Commission	ED9	\$91,573	\$114,466	\$137,359
865	Workers' Compensation Commission	ED9	\$91,573	\$114,466	\$137,359
306	Pardon and Parole Board	ED9	\$91,573	\$114,466	\$137,359
629	School of Science and Mathematics	ED9	\$91,573	\$114,466	\$137,359
450	Medical Licensure and Supervision Board	ED8	\$79,787	\$99,734	\$119,681
60	Aeronautics Commission	ED8	\$79,787	\$99,734	\$119,681
310	Fire Marshal	ED8	\$79,787	\$99,734	\$119,681
353	Horse Racing Commission	ED8	\$79,787	\$99,734	\$119,681
127	Children and Youth Commission	ED8	\$79,787	\$99,734	\$119,681
588	Real Estate Commission	ED8	\$79,787	\$99,734	\$119,681
430	Libraries Department	ED8	\$79,787	\$99,734	\$119,681
125	Mines Department	ED8	\$79,787	\$99,734	\$119,681
55	Arts Council	ED8	\$79,787	\$99,734	\$119,681
298	Merit Protection Commission	ED8	\$79,787	\$99,734	\$119,681
416	Law Enforcement Retirement System	ED8	\$79,787	\$99,734	\$119,681
803	Virtual Charter School Board	ED7	\$69,234	\$86,543	\$103,852
755	Used Motor Vehicle and Parts Commission	ED7	\$69,234	\$86,543	\$103,852
170	Construction Industries Board	ED7	\$69,234	\$86,543	\$103,852

Agency #	Agency Name	Grade	Minimum	Midpoint	Maximum
525	Osteopathic Examiners Board	ED7	\$69,234	\$86,543	\$103,852
619	Physician Manpower Training Commission	ED7	\$69,234	\$86,543	\$103,852
326	Disability Concerns	ED7	\$69,234	\$86,543	\$103,852
45	Architects Board	ED7	\$69,234	\$86,543	\$103,852
445	Liquefied Petroleum Gas Board	ED7	\$69,234	\$86,543	\$103,852
39	Boll Weevil Eradication	ED7	\$69,234	\$86,543	\$103,852
475	Motor Vehicle Commission	ED6	\$61,223	\$76,529	\$91,835
275	Education Quality and Accountability Board	ED6	\$61,223	\$76,529	\$91,835
285	Funeral Board	ED6	\$61,223	\$76,529	\$91,835
753	Uniform Building Code Commission	ED6	\$61,223	\$76,529	\$91,835
790	Veterinary Medical Examiners Board	ED6	\$61,223	\$76,529	\$91,835
509	Long Term Care Administrators Board	ED6	\$61,223	\$76,529	\$91,835
622	Licensed Social Workers Board	ED6	\$61,223	\$76,529	\$91,835
190	Cosmetology Board	ED6	\$61,223	\$76,529	\$91,835
145	Chiropractic Examiners	ED6	\$61,223	\$76,529	\$91,835
563	Private Vocational Schools Board	ED6	\$61,223	\$76,529	\$91,835
575	Psychologists Examiners Board	ED6	\$61,223	\$76,529	\$91,835
204	J.M. Davis Memorial Commission	ED6	\$61,223	\$76,529	\$91,835
520	Optometry Board	ED6	\$61,223	\$76,529	\$91,835
772	Board of Tests for Alcohol and Drug Influence	ED5	\$53,367	\$66,709	\$80,050
148	Behavioral Health and Licensure Board	ED5	\$53,367	\$66,709	\$80,050
22	Abstractors Board	ED5	\$53,367	\$66,709	\$80,050
448	Alcohol and Drug Counselors Board	ED5	\$53,367	\$66,709	\$80,050
632	Speech-Language Pathology and Audiology Board	ED5	\$53,367	\$66,709	\$80,050